GOALS & OBJECTIVES

ADOPTED 1992 MASTER PLAN
ALEXANDRIA, VIRGINIA

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A. LAND USE: GOALS, OBJECTIVES, P0LICIES

GOALS

1. To have a harmonious set of land uses that preserves the predominant character of Alexandria as a city of residential neighborhoods with a lively and attractive mix of commercial, institutional or community facilities, and recreational activity, and maintains an appropriate economic base.

2. To preserve and enhance residential neighborhoods.

3. To preserve and enhance the historic aspect of the city.

4. To preserve the residential and commercial diversity that has historically characterized Alexandria.

5. To preserve and increase parkland (for both active and passive uses) and open space throughout the city.

OBJECTIVES

1. To promote mixed use development in most major development or redevelopment areas.

2. To maintain existing residential areas.

3. To ensure that new development is compatible with adjacent or nearby residential neighborhoods.

4. To maintain a mix of uses compatible with existing uses and pedestrian oriented scale.

5. To maintain existing mixed use areas and ensure that nearby development is complementary.

6. To require open space or parkland, particularly in nearby developing areas targeted for dense residential and commercial use.

POLICIES

1. All new large scale development or redevelopment on parcels of 10 acres or more shall be residential or mixed use, and at densities that may be lower but in no case higher than allowed today except where a small area plan determines that residential use is inappropriate.

2. In areas designated for mixed use development, development of parcels of 2 acres or more shall be residential or mixed use or shall contribute to achieving the mix desired in the area.

3. The dual use of public space shall be promoted, where appropriate, to encourage activity for longer periods each day.

4. Areas of the city currently zoned residential should remain zoned for residential use at no higher than their current density.

5. New development in or near the older areas of the city must be compatible with and provide for a transition in height, density, scale, and design from the old to the new.

6. The mixture of uses in new development must be compatible with nearby existing mixed use areas.

7. Development plans should make effective use of existing parkland and open space by site plan

orientation, enhancement of existing stream beds and coordinated plazas.

8. The use of publicly owned space should be periodically reassessed to determine If such space can be converted to parkland or open space use.

9. Land should be purchased for public use where no other reasonable alternatives exist to provide desirable parkland and open space.

10. All Coordinated Development District development must include dedicated and protected parkland and/or open space.

11. Non-residential development adjacent to I or 2 family housing areas should be limited to low density, low scale (say 3 1 /2 story) uses which are compatible with residential areas. Appropriate uses might include small-scale retail, townhouse office, service establishments.

12. Non-residential development adjacent to medium density residential areas (townhouses and garden apartments) should be limited to moderately low density, moderate scale (say 50 feet) uses which are compatible with residential areas. Appropriate uses might include moderate scale retail and service establishments, small office buildings, and other uses with high performance standards.

13. Residential areas should be buffered, where possible, from high Impact or potentially Incompatible uses such as industry, high-impact retail or eating establishments.

14. Shopping centers and high-intensity commercial activity should be concentrated in a small number of relatively compact commercial areas.

15. Large scale and high density office concentrations should be limited to designated development potential areas where high density concentrations are appropriate and where the traffic Impacts on residential neighborhoods are relatively limited. These concentrations should be limited to areas served by expressways or arterials, and preferably by Metrorail. In all such areas, mixed use development should be promoted to limit the adverse impact of office-only development. In medium and high density areas where there is a tenuous balance between residential and office development, a concerted effort should be made to maintain that balance and mixed use development will generally be preferred.

16. Industrial, wholesale, distribution and heavy service uses should be concentrated in industrial areas well located with respect to transportation facilities, and well buffered from residential areas.

B. HOUSING

GOALS

1. Maintain the appropriate residential and neighborhood character of the City by preserving existing residential areas and promoting residential components of proposed development projects.

2. Encourage a mix of private homeownership and rental options for families and individuals so that those who choose to live in the City have the opportunity to purchase or rent safe, decent affordable housing within their means.

3. Provide quality standards to guide major developments and coordinated development district projects that provide a needed mix of housing types at affordable ranges.

4. With respect to publicly assisted housing, the City will attempt to maintain its current commitment; in the future, the City will seek additional regional approaches to subsidized housing with neighboring Northern Virginia jurisdictions.

5. Encourage housing options for special population groups (e.g. handicapped, elderly, low/moderate income etc.) residing in the City.

6. Promote housing for ownership and rental that is affordable to the children of Alexandrians and City employees.

OBJECTIVES

1. Enforce the City's building and health codes to ensure safe and healthful housing for the City's residents.

2. Increase opportunities for homeownership in the City while protecting the range and number of affordable rental housing units.

3. The Capital Improvement Program and Housing funds should be coordinated to improve neighborhoods.

4. Encourage programs that provide elderly homeowners with the opportunity to maintain residence in their own home.

POLICIES

1. For new development, the City shall require suitable landscaping and well-defined open spaces to serve as a buffer between planned residential and commercial areas.

2. For proposed new large-scale developments, the City shall conduct itself or require developers to submit cost-revenue analyses of City services required to support these developments.

3. The City will continue to enforce and expand where necessary City policies governing residential parking permit programs, alternative traffic patterns, etc. to ensure that the livability of residential areas is maintained.

4. To encourage the provision of affordable housing units in all new major developments, the City will continue to use existing and develop new incentives that can effectively enhance the economic competitiveness of housing compared to other uses.

5. The City shall encourage mixed commercial and residential uses of both existing and new buildings by incentives such as reduced parking requirements, Increased density and code concessions.

6. The City shall uphold the commitment contained in Resolution 830 to maintain 1150 publicly-assisted housing units.

7. The-City shall promote innovative use of existing and new housing stock that will enable elderly homeowners to continue living in their homes and provide additional affordable housing for Alexandrian provided the uses do not change neighborhood population densities.

8. The City shall explore the establishment of an affordable housing fund to be supported by appropriate fees on commercial development.

9. The City shall continue to work in partnership with the private sector on a balanced response to the need of Alexandria homeless.

C. TRANSPORTATION

GOAL I

The City of Alexandria shall develop and manage a safe, comprehensive transportation system consistent with the City's land use policies which is designed to move people and goods at a satisfactory level of service with minimal community disruption and environmental impact

OBJECTIVES

1. Strengthen the hierarchy of functional classification of streets and highways.

   Policies/Actions:

   a. Adopt improved design and access standards for all roadway classes and strictly enforce them on all parties.

   b. Establish an access control program for arterials to reduce direct access especially along strip development.

   c. Establish principal commuter corridors along 1-395, 1-95, Route 7 (west of Commonwealth Avenue), Route 236 (west of Route 1), Route 1, Telegraph Road, Eisenhower Avenue, and Washington Street/the George Washington Memorial Parkway. Focus access control efforts, land use decisions, and traffic operational improvements to expedite peak period traffic along these routes, while recognizing the difference in the off-peak demands on several of these facilities.

2. Minimize the impacts of traffic, especially the impacts on residential neighborhoods.

   Policies/Actions:

   a. Upgrade and improve the efficiency of major streets and highways to achieve Level of Service D during peak hours.

   b. Where Level of Service D is not achievable without creating undue impacts of expanded streets and highways on residential areas, then Level of Service E will be tolerated for the peak hour.

   c. During off-peak hours, Level of Service C shall be achieved; In such cases where this would create undue impacts on residential neighborhoods, Level of Service D will be tolerated.

   d. Where 'b' cannot be achieved, and the result is commuter traffic impacts on neighborhood residential streets, then a program of sound traffic engineering changes to deter neighborhood cut-through traffic will be established in cooperation with the citizens of the affected area.

   e. Work to reduce commuter use of residential streets to protect their primarily residential nature, such as Beauregard Street, Braddock Road, Commonwealth Avenue, Janney's Lane, segments of Mount Vernon Avenue, Quaker Lane, Russell Road, Seminary Road, Van Dorn Street (north of Duke Street), and north-south streets in the residential portions of the Old and Historic Alexandria District

   f. Work to discourage commuter use of residential streets.

3. Increase the safety and efficiency of the existing street system.

Policies/actions:

a. Initiate a Topics study. Topics was an early 1970's Federal program for Traffic Operational Improvements for Capacity and Safety. The acronym is still in general use by transportation engineers. A particular emphasis of this effort will be adequate sign distance issues, especially on stop-controlled approaches in the Old Town area.

b. Prepare an action plan for implementing the study's recommendations.

c. Enhance, upgrade, and expand the computerized traffic signal system software, hardware, and budget for operations and maintenance.

d. Continuously update the signal system timing plans.

e. Consider the advisability of reallocating functions between the Traffic and Parking Board and the Director of Transportation and Environmental Services.

4. Increase the availability and use of a variety of public transportation options.

Policies/Actions:

a. Expand the DASH bus service between major employment centers, residential areas, and Metrorail stations as warranted by demand.

b. Expand the Office of Transit Services and Programs employer and employee outreach programs. This office is the focus of all efforts of transportation demand management in the City, and should have a strong resource base to maximize its effectiveness.

c. Conduct a study of the feasibility of alternative modes (e.g., people movers, shuttle buses, etc.), both new and conventional technology, for circulation In major new developments such as the Eisenhower Valley and the Potomac Yard.

d. The developers shall construct a new Potomac Yard Metrorail Station before or concurrent with any significant development in the Yard or Potomac Green.

5. Reduce the rate of increase of vehicle trips.

Policies/Actions:

a. In cooperation with other jurisdictions, advocate substantial improvements to major radial commuting facilities, both highway and transit:

the Woodrow Wilson Bridge: increased capacity and an HOV facility on 1-95 from 1-495 to 1-295.

1-395: Increased capacity of the regular lanes and an additional HOV lane

1-295: increased capacity and an HOV facility

the Metrorail Yellow Line: accelerated completion of the line to Franconia/Springfield station.

the NOVA Commuter Rail proposal; implementation of the full service.

a. Complete and expand the bikeway system.

b. Upgrade pedestrian facilities, especially In lower density areas of the City and eliminate street furniture which restricts pedestrian movement.

c. Increase the amount of pedestrian-oriented mixed-use development to reduce peak and off-peak auto usage. Consider the degree to which a proposal Is at a scale and of a design which maximizes pedestrian access and circulation as an Integral part of the CCD preparation, negotiation, and approval process.

6. Expand the usage of multi-occupant vehicles.

Policies/Actions:

a. Work with VDOT and adjacent/counties in the development of a comprehensive regional plan including regional HOV facilities on the Capital Beltway (1-95 portion), the George - Washington Memorial Parkway in Fairfax County and, Route 1 in Fairfax County, Route236, and Route 7.

b. Cooperate with the VDOT to establish a connection which permits access from the northbound Shirley Highway HOV lanes through the regular lanes to exits in the City of Alexandria.

GOAL II

The City of Alexandria shall achieve a balance between the development which Is allowed and the transportation system necessary to meet the needs Imposed by that development.

OBJECTIVES

1. Increase the revenues used for transportation improvements, both capital and operating, from the tax base added by the development

2. The timing of development should relate to the timing of transportation improvements needed to serve that development. In this way the infrastructure needed to serve the City should preferably be in place either before or concurrent with development.

Policies/Action:

a. Maximize the use of direct developer contributions for implementation of necessary transportation improvements simultaneous to the construction of the new development

b. Establish Transportation Management Areas in the Eisenhower Valley (between Hooff's Run and Van Dom Street), in the Potomac Yard/Potomac Greens area, and in the area between Beauregard Street and Shirley Highway. These areas should have a comprehensive multi-modal access and circulation system planned by the City prior to approval of any further development. Funding for implementation of the systems shall come from direct developer contributions and a Transportation Benefit Assessment District (to be established through City cooperation with landowners), with minimal direct

support from tax-based sources.

3. The intensity and mix of development In any given area should relate to the ability of the transportation system to satisfy transportation demand.

Policies/Actions:

a. Limit intensive development in areas of the City which are already underserved by the existing transportation system and where the prospects for improvements in the future are dim.

b. Where intensive development already approved or constructed has outstripped the capabilities of the transportation system to adequately meet the demands as defined above, then the system should be improved within the guidelines for protection of existing residential neighborhoods defined above.

c. Within the limitations expressed in 3(a) and 3(b), establish intensive development within a 1,000- foot radius of the Metrorail stations where the opportunity of efficiently transporting people is the highest. Certain exceptions to this rule are necessary to preserve existing residential areas, e.g., the neighborhoods west of the King Street Station and near the Braddock Road Station: In the Potomac Yard area, which overall will be low to medium density, a portion of the development should be constructed at high densities immediately adjacent to the proposed Metrorail station. This will enable lower densities throughout the remainder of that large parcel.

4. Refine, improve and strengthen the Traffic Management Plan (TMP) and Traffic Impact Study (TIS) process as a means of managing the transportation needs of new development and redevelopment.

Policies/Actions:

a. Establish as a legislative priority securing the charter amendment authority enabling the City to reject or amend development proposals on the basis of their transportation Impacts on the health, safety, and welfare of the citizens of this City.

b. Adopt standards for and establish as part of the TIS process for major developments the analysis of air quality, noise, and water quality impacts related to the traffic to be generated by the development. This information shall be explicitly considered in judging the potential adverse effects on the health, safety, and welfare of the citizens of this City.

c. Establish a continuing monitoring program of all developments which submitted TMP's to determine the real effectiveness of the various measures proposed to ease peak hour vehicular trips. Utilize this factual basis in the review of future TMP's.

d. Require developers to reasonably justify the effectiveness of their proposed TMP actions. Insufficient justification should constitute grounds for rejection of the TMP. One way to accomplish this without total rejection of the development proposal Is to permit a phased development, with subsequent phases dependent on the demonstrated success of the TMP actions.

GOAL III

The City of Alexandria shall provide or require to be provided enough parking to adequately meet the needs of each land use type, but not to the extent that parking availability encourages the use of the single occupant private auto.

OBJECTIVES

1. Complete actions on the recommendations of the CBD parking study.

2. Conduct a technical parking standards study for the rest of the City in order to derive the sound base of information needed to formulate a parallel set of policies for other land uses in other locations.

D. COMMUNITY FACILITIES

GOALS

1. To have array of convenient public and quasi-public services and facilities which provide for the health, well-being, and personal development of residents at all ages.

2. The character of specific facilities and services projects and Improvements should be harmonious with and sensitive to the ambient environment, natural and manmade, In which they are located.

3. The level of quality and the quantity of facilities and services projects should reflect sound principles, and should meet or exceed performance standards generally accepted on the national level.

4. Alexandria is known for the quality of its educational, historic resource and cultural opportunities; City activities and emphasis should be placed on maintaining and enhancing those features.

5. This segment of the Master Plan should be used as an operating document, providing City staff with overall policy guidance, goals and objectives.

6. Public and private policy must lead the way to guarantee a healthy and satisfying environment for this generation and for all generations to come.

7. To preserve and enhance the historic character of the City through the identification, planning, conservation, interpretation, and public enjoyment of our historic resources.

8. To enhance the City's tax base substantially by marketing Alexandria as a viable destination for conventions and group tours.

OBJECTIVES

1. City operated business and service facilities should be located for the convenience of the citizens; consideration should be given to providing selected services on a full or part time basis, and during other than normal business hours, at locations other than the central City Hall.

2. Public facilities should be designed to enhance the private facilities/development in their area, and vice versa.

3. That existing cemeteries be preserved.

4. The level of facilities and services development should be set to have infrastructure in place when/where needed.

5. The City should strictly enforce utility franchise agreements, and review those agreements to increase benefits to the residential and business users; e.g. facilities should be modernized on a City-determined schedule, services should be expanded to keep Alexandria in the forefront of technological advances in telecommunications, fuel conservation, cable TV, etc.

6. All facilities and services should be critically reviewed on a periodic basis to determine whether or not they provide an enhancement to the quality of life in the City, and whether or not they attain their goals and objectives.

7. Pursue historic preservation efforts In Alexandria through legislation, easements, public education, and citizen involvement.

8. Administer City museums, historic sites and programs in order to preserve, protect, interpret, and collect artifacts (buildings and objects) relating to all facets of Alexandria's history.

9. Continue the City's archaeological program in order to study, preserve, protect and interpret Alexandria's archaeological resources.

10. Establish and/or support programs to encourage tourism and convention activities and to promote the well being of businesses, the arts, and museums and historic sites.

11. Administer a City-wide program to protect and preserve the City's archival resources and to make those records available to the public for research and study.

12. Inventory the City's historic resources and create plans for their preservation and interpretation, and the public's education.

13. Promote the use of easements in order to preserve historic buildings (exteriors and Interior), gardens, sites, and artifacts throughout Alexandria.

14. Promote festivals and celebrations of our City's historic past and maintain the traditions of all our citizens.

STRATEGIES

1. All open land should be catalogued/inventoried and considered for public use, now or in the future. Properties should be classified for community use by priority, and efforts made to obtain the highest priority properties for the City as funds will permit. Trade-offs should be encouraged.

2. Shorelines should be protected, and modified only In conformance with guidelines established by the City, State or Federal Governments to prohibit erosion, sedimentation, and adverse visual impacts. Docks and piers should be limited and their use controlled.

3. Woodlands throughout the City should be mapped and preserved to the extent possible commensurate with their natural and visual quality; the City should plan and encourage the planting of varieties of trees most suitable to the climate and soil of the area, and designed to provide a variety of shapes and colors throughout the year.

4. A City-wide forestation program, including street trees, should be maintained.

5. Property owners and developers should be encouraged or, under prescribed circumstances, required to preserve existing trees and vegetation; selected varieties of trees might be contracted for at volume prices and made available to residents under the contract.

6. City policies should be coordinated with adjoining Counties, the Corps of Engineers, State Governmental Agencies, U.S. Environmental Protection Agency, and other Federal Agencies, Chesapeake Bay Coalition, etc.

7. Air quality should meet or exceed all air quality standards set by the Commonwealth of Virginia and the U.S. Environmental Protection Agency; the City should maintain an active monitoring program and take aggressive action against polluters.

8. The City should maintain a working relationship with the Northern Virginia Airport Authority to mitigate noise generated by National Airport air traffic.

9. The City should maintain an active noise reduction/control program; citizens should be informed of the standards, and the police should enforce noise controls on such vehicles as motorcycles and trucks.

10. To work with the neighborhood civic and community groups and small businesses In the community to ensure that the affects of a rapidly expanding business sector are realized and that the needs of all citizens are served.

CITY UTILITIES/FACILITIES -GOALS.

1. A safe, efficient and dependable system of public and private utilities serving the basic health, sanitation and communications needs of property owners and tenants.

2. To provide a high level of quality and service to the residential and business communities.

3. To support regional cooperation In the provision of community facilities in cooperation with Fairfax and Arlington Counties, when desirable, since the impact and importance of most public works are not neatly locked within the boundaries of any given Jurisdiction (one community's failure to provide adequate sewage treatment may hinder all others In the vicinity).

CITY UTILITIES - OBJECTIVES

1. To conduct periodic professional studies of each infrastructure facility to get maximum value out of each/every dollar spent; to increase efficiency through Improved operations, more aggressive maintenance procedures, recycling, etc.

2. To maintain current assets to the optimum standards, which may be the single most important element of the City's stewardship obligation, and the greatest cost reduction factor.

3. To periodically review the present use of all facilities for possible alternative uses or higher priority uses: e.g. the recently built rowing facility.

SOLID WASTE DISPOSAL - OBJECTIVES

1. To provide a cost-effective solid waste collection and disposal system, either through City services or licensed contractors.

2. To develop and implement longer-term solutions to solid waste disposal to avoid future problems of service, capacity, increased environmental Impact or cost, including recycling and increased separation of types of waste.

3. To increase penalties for violation of City waste disposal laws and rigorously prosecute violators.

4. To require high rise buildings constructed in the future to have facilities for the ready separation of various types of solid waste, i.e. paper, garbage, bottles, cans.

5. To closely monitor the waste-to-energy plant and ensure that Its contractual standards are met. No less than every five years, the standards should be critically reviewed and appropriately revised, considering new technology, new health information, and costs.

PRIVATE UTILITIES - OBJECTIVES

1. The City should continue to rely on private, franchised suppliers for its supply of electricity, natural gas, water, telecommunications and cable TV; however, the City should take an active role in rate negotiations to ensure users receive competitive rates for services provided.

2. The City should continue to monitor the cable TV franchisee to ensure that the community is properly served.

WATER - OBJECTIVES

1. Emphasis and continued study should be given to water conservation and recycling techniques.

2. Sources of supply should be identified to fill the needs of the future.

3. Emergency plans should be developed to protect against source contamination, both in identification and replacement

WASTE WATER - OBJECTIVES

1. The City should complete an extensive engineering study of the present sewer and waste water systems using current development and usage projections for the year 2010 including separation of storm and sanitary sewers.

2. The City should actively monitor waste water flow to identify and eliminate sources of water pollution.

STORM WATER - OBJECTIVES

1. All land development projects should provide for on-site stormwater control so that run off after development Is at no greater rate than run off prior to development.

2. Construction within the 100 year flood plain should either be prohibited or should be constructed in such a manner so as not to interfere with the flood plain capacity.

ELECTRIC UTILITIES/CABLE TV - OBJECTIVES

1. All future utilities should be placed underground and present utilities should be moved underground under a planned schedule over a twenty year period.

2. Utility standards should be clearly defined and monitored.

HEALTH FACILITIES AND SERVICES - GOALS

1. To provide health programs and services, as set forth by law, to prevent and control disease, to protect the environment, to eliminate unsanitary and unsafe conditions, and to promote the physical and emotional well being of our citizens.

2. To encourage a full range of private sector health facilities within the community.

3. To encourage the provision of mental health, mental retardation and substance abuse services by both for- profit and non-profit providers.

4. To maintain and enhance the quality of life by providing services that are responsive to Individual, family and community needs, and to improve citizen access to opportunities, services and resources to facilitate the ability of citizens to function successfully in our society.

OBJECTIVES

1. As necessary, establish, maintain and/or expand health facilities and create new facilities to meet the needs of the citizens of the City.

2. Encourage the development of adequate facilities for the care of the elderly, handicapped, mentally retarded and mentally ill, including institutional and home care.

3. Encourage development of adequate public and private outpatient and inpatient rehabilitation service facilities to help recovering substance abusers.

4. Maintain adequate trained personnel to inspect food facilities and to provide home health care monitoring.

5. Promote quality child day care services.

6. Conduct active monitoring of air and water to minimize hazards caused by pollutants that enter the City.

7. To provide pre- and post-partum infant health care.

THE LIBRARY SYSTEM

GOALS

1. To provide the citizens and businesses of Alexandria with a broad range of library services, including special services for the homebound, handicapped and youth.

2. To meet or exceed the recommended national levels of service, volumes per resident, and facilities.

3. To make all facilities and services available for the convenience of the users.

OBJECTIVES

1. To study the integration of the school system libraries more fully Into the overall City library system.

2. To broaden the types of documents available, Increasing the supply of books, films, records, cassettes, discs and computer terminals.

3. To build a new, state of the art, library and media center In the West End of the City, providing space to accommodate the Technical Services, Special Services and Automated Services

4. Divisions, storage space to alleviate the present storage problem, community meeting rooms and a chamber committee room for the storage and preservation of rare and archival materials.

5. To upgrade facilities, where necessary, to provide each neighborhood with ready access to a library, including renovation/replacement of the Queen Street Library.

6. To maintain special equipment at each facility for use by the visually and physically handicapped and for the hearing impaired.

7. To participate in regional library programs to make available networking services for on-- line cataloging, business Information, data processing, etc.

8. To increase children's programs.

9. To develop acid/or expand extension services, such as homebound and nursing home services.

10. To work with the Chamber of Commerce and major employers to ensure that the needs of a rapidly expanding business sector are recognized and served.

THE ALEXANDRIA SCHOOLS

GOALS

1. To provide a school environment and level of quality of Instruction and facilities that encourages enrollment In the public schools.

2. To provide comprehensive educational facilities and services to serve the need of all citizens, including the handicapped, the elderly, and the pre-school populations.

3. To provide sound vocational and college bound training to prepare all students for a successful post-school life experience.

4. To ensure that all students are able to function within the social and working environment.

5. To broaden the role of the school system to include sound pre-school programs and to provide structured day care facilities throughout the week.

OBJECTIVES

1. To place emphasis on basic learning skills.

2. To encourage City residents to use the City schools.

3. To increase the use of school facilities for associated community activities, i.e. adult evening education, day care, and recreation.

4. To protect the schools, to the extent possible, from the impact of nearby development and from traffic.

5. To provide an adequate number of well-trained teachers, with needed equipment, working in conjunction with well qualified supervisors and specialists, in facilities that promote learning.

6. To encourage greater involvement of city businesses in curriculum development, funding and sponsoring scholarships, and in the 'adopt a school' program.

7. To reduce the dropout rate in the schools by installation of whatever programs necessary.

HUMAN SERVICES

GOALS

1. To promote the economic and social independence and self-sufficiency of all Alexandrian.

2. To work with other regional governments in providing human services, without becoming a magnet for non-Alexandrians.

3. To ensure that the level of human services is maintained and/or enhanced through advance planning of action programs during a period of rapid development.

4. That, as a principle of land use, housing and treatment facilities should be permitted to meet the needs of citizens with mental and/or physical disabilities.

OBJECTIVES

1. To respond to the basic needs of Alexandrians by providing food, shelter, clothing, medical care, transportation, fuel, personal care, and financial assistance, both emergency and longer-term, in accordance with Federal and State mandates and City policy.

2. To provide protective services to Alexandrian to prevent chid, spousal and elder abuse and neglect and violence against women.

3. To provide needed residential services for the homeless, elderly, battered women and children and young adults in foster care and for those individuals disabled by mental retardation, or substance abuse.

4. To plan and provide day care for children and adults, including information and registration services and subsidies for low income households.

5. To provide employment assistance for Alexandrians, including workshops, summer employment for youth, skills training, placement services and targeted assistance for refugees and ex-offenders.

6. To provide counseling services, including individual and family counseling, support groups and workshops, particularly for special populations.

7. To protect human rights through investigation, resolution and prevention of discrimination and advocacy and provision of services for disabled persons.

POLICIES

1. To provide necessary transportation resources for the elderly.

2. To provide needed safe emergency shelter for homeless persons, with counseling, Job training, referral and transitional financial assistance to address long term needs.

3. To provide needed transitional housing and residential facilities for individuals disabled by mental retardation, mental illness, or substance abuse, youth and young adults leaving foster care, women leaving the; battered women's shelter and the elderly and persons leaving hospital and nursing care facilities.

4. To encourage added Medicaid nursing home availability.

5. To provide pre-employment and remedial training, and encourage private employers to participate in these programs.

6. To expand home day care opportunities in the community.

7. To expand after-school day care programs for children.

8. To develop and encourage day care resources for children with special needs, such as physical or mental handicaps.

9. To institute a Social Impact Analysis (SIA) of proposed developments in the City. The SIA would assess the degree to which a proposed development impacts, positively or negatively, on the higher priority social concerns of the City, such as housing, Job creation, Job training, day care provision, senior citizen housing, handicapped access, etc. By prioritizing its goals, the City should be able to direct and control development . into the areas and types of development considered most desirable.

10. To encourage proffers from developers that incorporate priority social services and facilities.

ENVIRONMENTAL HEALTH

GOALS

1. To protect the quality of the environment.

2. To protect public health.

OBJECTIVES

1. To ensure that the public is adequately protected against improper food handling and service.

2. To protect the public against unsanitary conditions in public and private facilities catering to the personal needs of the public at large.

POLICE DEPARTMENT

GOALS

1. To maintain an effective crime suppression program.

2. To maintain law and order within the City.

3. To assist persons in distress, In need of protection (physical or property), to respond in a professional manner to civic emergencies.

OBJECTIVES

1. To maintain an emergency response time of under five minutes.

2. To search out higher crime areas and take measures to reduce the opportunity for crime.

3. To maintain a well-trained police force.

4. To encourage citizen participation and interest, and foster good working relations between the citizenry and the police.

5. To cooperate effectively with surrounding jurisdictions.

6. That an development take Into account crime prevention design considerations, and that community facilities are planed from a broad community problem-solving approach that includes the police perspective.

FIRE DEPARTMENT

GOALS

1. To maintain an effective fire prevention program.

2. Enforcement of an laws and ordinances relative to fire and fire prevention.

3. Professional operation of the City's emergency ambulance and rescue service.

4. To foster modem code and building techniques in construction projects In the City.

5. To maintain a fire insurance rating for the City which will allow for low fire insurance premiums for all property owners.

OBJECTIVES

1. To maintain an emergency response time of 3-4 minutes anywhere In the City.

2. To maintain a well trained, well equipped force, prepared to handle all types of fires, hazardous materials and emergencies.

3. To provide medic life support service.

4. To cooperate with surrounding jurisdictions In the use of equipment and in response to emergency calls.

5. To protect life and property of Alexandria residents and to maintain a low Insurance rate for property In the City.

6. To work with surrounding jurisdictions and the railroads to minimize the impact of potential chemical and/or hazardous material seepage, leakage, or spills in the railroad yards or on the highways.

7. To improve/modernize the water systems to better fight fires in the Old Town area and the Potomac Yard.

8. To provide prompt, professional building inspection services and ensure that developers build to the building code, plans and specifications.

9. To enforce the codes for properties throughout the City.

PARKS AND RECREATION

GOALS

1. To provide a well planned and well maintained park and recreation system that will serve all segments of the population with a variety of facilities and programs to meet the expressed needs.

2. To preserve and enhance the public open spaces and recreational areas by protecting the natural and developed amenities they possess and by encouraging development which respects and is consistent with those amenities. Add publicly accessible open space by creative and innovative ways.

3. To integrate public and private open space into the fabric of the City at all scales, In order to provide for leisure and recreation, preserve natural resources, and provide a healthy and attractive environment. Promote the provision of publicly accessible parks and recreation facilities in development projects through appropriate Incentives.

4. Protect remaining open spaces in the City and acquire appropriate portions of such land for park and recreation uses wherever practical in order to increase the ratio of open space per capita for future populations.

5. To increase the availability of park lands to a minimum of 6.5 acres of active/passive open space per 1000 population.

6. Encourage developers to incorporate both active and passive open spaces and recreational facilities in the development plans to serve the added residential and employee population in their development with the standard for developers to meet is 6.5 acres per 1,000 residents, and ½ acre per 500 non-resident employees. This standard can be attained by applying the total open space (exclusive of parking, roads, loading and yard setbacks) but Including the amenities of the project.

OBJECTIVES

1. To provide a park within walking distance of every Alexandria resident and a safe pleasant way to get there.

2. To develop a park system plan, defining the types of open spaces and facilities to be provided throughout the City. Develop a park stream valley system to provide continuous linkage and access to recreational facilities.

3. To protect lands used for park and recreational purposes by the creation of a Public Open Space and Community Recreation Zone.

4. To encourage public and private, citizen, business and Government, to identify ways in which they can each aid in the beautification of the city and the retention of trees and other flora.

5. To protect, preserve and enhance the City's waterfront and waterways.

6. To require major development projects to include active and passive recreation space to satisfy their new population needs.

7. To encourage developers to incorporate both active and passive open spaces In their development plans and to ensure that such spaces are coordinated to fit Into a parks master plan. Develop active and passive parkland in this city with Its limited vacant land as over parking garages, on roof tops and within structures of development projects, and over freeways.

8. To promote continued development of recreational facilities in conjunction with neighboring, regional, state and federal agencies.

9. To catalog all significant historic sites in the city, sign them for public Information purposes, and acquire the sites when they may otherwise be destroyed by development.

10. To consider allocating part of the cost of the park system to non-residents, by such means as user fees.

11. To promote the use of scenic easements.

12. To provide a reasonable distribution of recreation centers throughout the City, and to provide structured programs at each center to meet the expressed needs of the surrounding area.

13. To aggressively seek federal and state assistance In acquiring additional parkland, such as the river front and land adjacent to the George Washington Parkway, the Cameron Station wildlife preserve, etc.

14. To catalog all vacant land owned by the City, identify that which should be used as parkland and ask for park designation; identify other areas of the City that need parkland and trade or sel City properties to permit purchase of the needed land.

15. To expand landscaping, upgrading and enhancing of street medians and rights of way and approaches to the City.

16. To redefine facilities and services for senior citizens and working families to reflect sociological changes.

17. To continue joint use of school and recreation lands and buildings, but to maintain separate ownership and control.

18. To continue development of the bike trail system.

19. To better define City policies and guidelines for accepting gifts of parkland and recreational facilities.

20. To preserve and expand the number and variety of trees in the City, and to encourage sound forestry practices.

POLICIES: PLANNING DISTRICT I

1. Provide a nature center.

2. Establish the Frederick Tilp memorial arboretum on the river front.

3. Develop a public marina at the Old Town Marina site.

4. Revitalize and renovate the Durant Senior Citizen Center.

5. Expand and improve the Lee Center.

6. To explore using state or Federal funds for the purchase of portions of the waterfront east of the Strand between King and Duke Street for public open space and waterfront activities use.

POLICIES: PLANNING DISTRICT II

1. Build an new recreation Center and gymnasium at Cora Kelly.

2. Upgrade Four Mile Run Park, including a deck walk in the marsh area.

3. Expand the Chinquapin Center to include added racquet ball courts and multi-purpose rooms, i.e. general purpose, arts and crafts rooms.

4. Build a nature center.

5. Acquire the W & OD Greenway from Landover to Grace Episcopal Church; promote a pedestrian walk from Russell Road to Commonwealth Avenue.

6. Complete a pedestrian walkway along Hooff's Run.

POLICIES PLANNING DISTRICT III

1. Improve the Holmes Run Greenway Park and other District III Parks, Including tree maintenance, benches, gates, wildflowers and Increased maintenance.

2. Restudy and improve facilities In Cameron Run Stream Valley.

3. Add a running track at Patrick Henry School.

4. Complete the bike trails.

5. Work with the Northern Virginia Park Authority to further develop the Cameron Run Regional Park, including water themes and mixed use recreational facilities.

6. Explore the possible division of Planning District III.

CULTURAL ARTS

GOAL

1. To provide a well balanced cultural arts program for City residents and visitors.

OBJECTIVES

1. To provide programs and facilities to encourage public and private arts activities, including design arts and performing arts.

2. To continue support of the Torpedo Factory Art Center, the Lyceum and similar programs.

3. To develop a cultural arts/performing arts center.

E. ECONOMICS AND FINANCE

GOAL I

To maintain an adequate tax base to provide adequate public services and facilities.

OBJECTIVE

Maintain the level of public services (police, schools, sanitation, recreation, public health) at least as high as surrounding jurisdictions in individual sectors, but higher on the average for all services combined, as required for a superior urban area.

POLICY

Continue to provide high quality services by regular and timely maintenance of the city infrastructure, and by maintaining competitive pay scales for an adequate city staff.

GOAL II

Alexandria should aim to remain competitive with other Washington metropolitan jurisdictions in tax burden on residential and commercial real estate and overall tax burden.

OBJECTIVE

Reduce the current disparity between the real estate tax burden in Alexandria and adjoining jurisdictions by a balance of new commercial and residential development.

POLICIES

1. Permit conversion of lower value uses to higher value and higher tax revenue producing uses, where appropriate, in selected areas of the city.

2. Accommodate new housing needs by encouraging mixed use development favoring inclusion of housing units in most areas of the city, and in most commercial use zones.

3. Encourage the continued development of Alexandria's tourist potential, by emphasizing to the extent possible, tourist clientele interested in historic preservation.

4. Encourage the development of mixed use buildings to reduce infrastructure costs, ameliorate traffic and parking problems, and foster and preserve the [urban] character of the urban portions of the city.

GOAL III

Alexandria should provide for its fair share of aggregate regional social obligations.

F. URBAN DESIGN

GOALS

1. To integrate new development into existing development so that the whole is enhanced without aggravating existing problems or creating new ones.

2. To create habitable space with the highest possible quality of life.

3. To maintain and preserve the City's sense of identity.

OBJECTIVES

1. Conserve and strengthen natural features.

2. Strengthen community identity - neighborhoods.

3. Blend old and new development.

4. Encourage development at pedestrian scale.

5. Eliminate above ground utility lines.

6. Enhance city landmarks.

7. Retain vistas and sight lines throughout the city.

8. Improve appearance of city approaches and street landscaping.

9. Encourage better building and site appearance.

10. Attract excellence by encouraging quality development and design.

11. Preserve and protect unique architectural and historic character of the Old and Historic District and other sites throughout the city which have been designated architecturally or historically significant.

12. Park stream valley systems should be developed and connected to provide a continuous linkage and access to recreational facilities.

13. Continue development of a continuous waterfront park system Including development of water oriented activities and facilities.

14. Street ends should remain open to the river wherever possible.

POLICIES

1. Incorporate design review Into the overall site plan approval process and discretionary zoning review process (SUP, PUD).

   General Criteria Design Guidelines (To include, but not be limited to):

A. Consider each development in relation to its general area and to the city as a whole.

B. Protect and enhance historic areas, sight lines, vistas, landmarks, natural elements. (waterfront, streams, Indigenous vegetation, topography), residential areas, open space, streetscapes and landscape design.

C. Limit 'dead' areas - mix of use, activities

D. Ensure compatible Interface with neighboring areas, visual harmony with surroundings, and sensitivity to environment in areas such as water, sewerage, air and noise.

E. Promote quality of design and materials.

F. Promote good pedestrian circulation and compatible street design.

G. Ensure human scale in accordance with generally accepted urban design standards.

H. Consider orientation for sun and air. Balance relation among people, buildings and streets. Balance green and brick.

I. Keep new development from adversely impacting the infrastructure.

2. It is the intent of the Master Plan that these criteria be used to develop design guidelines.

   A. Develop genera! design studies for each potential development area.
   B. Develop general performance criteria for each potential development area.

3. Establish urban design expertise within the Planning Department.

   A. Have staff capability for doing specific design studies for development areas.
   B. Formulate general performance criteria to be done either by staff or an outside consultant

4. Provide ongoing regularly scheduled meetings between the Planning Department and all interested parties (e.g.: involved citizens' groups, landowners, etc.).

   A. To review changing conditions and projections/possibilities for development areas.

5. Require developers to provide models of projects to scale determined by City, elevations and mapping by street, open space and use patterns.

6. Promulgate the availability of informational materials regarding the development process and stress the importance of early citizen and City staff involvement.

   A. Make Guide to Development Process more available as well as process summaries and flow charts.

7. Provide design assistance.

   A. Update aerial photography of city
   B. Consider isometric mapping

8. Continue on a phased program of undergrounding utilities.

   A. Formulate plan and proceed on a regular schedule, recognizing the financial necessity of doing small areas at a time.

   B. Allocate city funds for existing streets and neighborhoods.

   C. Require developer participation in new areas.

9. Strengthen protection of the Old and Historic Alexandria District and other designated architecturally or historically significant sites.

   A. Provide inspector to ensure compliance with Board of Architectural Review decisions.

   B. Seek authority to impose stronger penalties for infractions of preservation regulations.

10. City should lead in design excellence.

   A. Public spaces.

   B. Public rights of way (street design, furniture, signage).

11. Request that the Parks and Recreation Commission and the Beautification Commission review and recommend improvements to portal and street landscaping.

12. In addition to incorporating design review into the site plan and discretionary zoning processes, the City may wish to adopt urban design overlay districts.

13. The City should consider the collaborative problem solving technique as a process to short circuit confrontation concerning site development before strong polarization occurs.

14. Review development process annually to streamline it, keeping It lean and meaningful so that It does not waste the resources of the City staff or development community.